

RE-P-2020-03-Annex B

University of Manchester

HEIF accountability statement

**Narrative return template for HEIF funding period
2021-22 to 2024-25**

Return date: 21 May 2021

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Question 1 – Strategic objectives

Summarise the institutional strategic objectives that relate to knowledge exchange and guide your plans for HEIF.

We expect institutions' plans for HEIF to be guided by strategic objectives for knowledge exchange. However, there is no requirement for institutions to submit or maintain a standalone knowledge exchange strategy document.

We appreciate that KE objectives may be found in a specific KE strategy document or they may be contained as part of other strategic documents such as teaching, research or overarching institutional strategies.

Whatever form your knowledge exchange objectives are in, please provide a precis of the main objectives here so that we can see the strategic context that guides your plans for HEIF and forms the basis for your monitoring and delivery of intended benefits.

We welcome the inclusion of hyperlinks to published strategies and plans that may be referenced in the summary.

In answer to this question, you are free to use text or tabular format but please ensure that the question response is contained in no more than two pages of A4.

Institutional Strategy

Our knowledge exchange activity was previously captured in our HEIF KE Strategy 2016-21. Going forward, our new [institutional vision and strategic plan “Our Future”](#) captures KE under a broader, more integrated, cross-cutting definition.

We have built our strategic plan around three core goals; research and discovery, teaching and learning and social responsibility and four themes, innovation, civic engagement, global influence and our people, the heart of our plan.

The strategic plan sets out our University priorities for the first years of our journey towards the vision that supports our core objectives for knowledge exchange resourced by HEIF. These priorities enable regional, national and global impact of our knowledge exchange activities for both the economy and society. These priorities are:

- Engagement with business
- IP Commercialisation
- Student entrepreneurship

1. Engagement with Business

We will continue to use HEIF to invest in our Business Engagement and Knowledge Exchange (BEKE) team who will build collaborations with business, public sector and third sector partners to address research challenges, increase innovation and contribute to productivity and growth in the region and beyond. We will use HEIF to:

- i) Continue to develop and manage relationships with our Strategic Partners, as well as growing and developing our pipeline of new corporate partnerships.
- ii) Support and manage Knowledge Transfer Partnerships (KTPs) with regional and national SMEs and large companies, to maintain our position as 2nd in the UK for number of KTP projects; utilise internal and external KE funds across all discipline areas to develop collaborations with companies, with strong potential for longer term relationships and increase support for regional businesses.
- iii) Continue to invest in a team of professionals, based in faculties, to develop partnerships that address business needs, across collaborative research, consultancy, skills and student projects, utilising our research strengths and world-leading facilities.
- iv) Invest in support for consultancy, as a way to initiate relationships with new partners, particularly regional SMEs and strengthen our support for local growth and development.
- v) Invest in our KE data analytics capabilities to drive strategic decision making and inform on performance and position in relation to national benchmarking.

2. IP Commercialisation

We will deploy HEIF to support our commercialisation ambitions as outlined in the “Innovation” theme in our Strategic Plan. We will continue to invest in transforming the scale of our intellectual property commercialisation through [The University of Manchester Innovation Factory](#) (UoMIF), by marketing our IP to industrial partners, securing licences and IP development partnerships with industry, and enabling work which is necessary for the creation of IP-based spin out companies. IP commercialisation activities will be underpinned by the University Intellectual Property Policy.

Following a restructure in 2019-20, we will continue to grow and develop the team. This will ensure that we have the necessary commercial and technical skills set within the organisation to build and create strong businesses/ spinouts and commercialisation cases for licensing deals. A clear and more easily understood, impact-focused mission has been developed along with a new brand identity, which was launched on 1st June 2020.

We will continue to develop Northern Gritstone, with the Universities of Leeds and Sheffield - a new ground-breaking investment company aiming to raise up to £500 million from a range of external investors, which will generate substantial positive social and economic impact for the North of England. The project is currently funded under the Connecting Capability Fund (CCF) which will continue to run until 30th June 2021.

The objectives for UoMIF going forward, linked to the Strategic Plan include:

- To grow outputs (spin outs & gross licence income) steadily over the next 5 years
- Commercialisation and exploitation of IP for national benefit including a focus on graphene/2D materials
- To grow the pipeline of spinout and licensing opportunities to Northern Gritstone
- Increase entrepreneurship and enterprise within the staff and student base;

3. Student Entrepreneurship

We will use HEIF to allow our students to reach their full potential and optimise their employability opportunities by developing their entrepreneurial capabilities. We will do this by continuing to support the [Masood Entrepreneurship Centre \(MEC\)](#).

MEC supports the University's 'Our Future' strategy under the [Innovation theme](#) – "increasing innovation and entrepreneurship", which is a key part of MEC's vision:

(1) To become internationally recognised as an entrepreneurial university destination of choice and

(2) To become a leader in entrepreneurship programmes within the UK and Europe by 2025.

Key objectives for HEIF to deliver the vision:

- **On-curricular teaching** – *delivery of 26 core and elective taught units at UG levels, delivery of the Enterprise Challenge combining enterprise units via University College for Interdisciplinary Learning (UCIL) with a community-based enterprise project*
- **Competitions and awards** – *In 2019/20 we awarded almost £160K to support start-up businesses*
- **Campus-wide talks** – *Entrepreneurs@Manchester, Start-Up Spotlight and She's the Business Forum*
- **Campus-wide programmes** – *Researcher to Innovator, Enterprise School, NatWest pre-accelerator*
- **Start-up support, advising and mentoring** – *'Ideation/Start-up/Acceleration' programmes including Kickstarter funding and Start-Up visa management*

HEIF will also be used to support strategic innovative activities such as graphene commercialisation via Graphene@Manchester, and Connected Health and Digital Trust & Security KE activity via our Digital Futures platform. We will continue to retain our graduates and help our students fulfil their aspirations through continued support for AccelerateMe, a student start-up incubator and our Careers service.

Question 2 – Use of HEIF

How do you intend to use your 2021-22 to 24-25 HEIF allocations?

As detailed in [RE-CL-2020-04](#) and RE-P-2020-03., in order to enable institutions to effectively respond to the Covid-19 pandemic, we will use the 2019-20 HEIF Annual Monitoring Statement submitted in February 2021 to gather information about the use of HEIF during 2020-21,

In this accountability statement return we would like to know about your plans for HEIF for the remainder of the funding period 2021-22 to 2024-25. Please include indication of the planned timescale of the activity e.g. 2021-22 only; ongoing or 2022-23 onwards.

Please use the response layout grid provided overleaf, to provide the following information:

- a) Describe the key activities supported by your HEIF allocation.
- b) Include specific reference to how you expect HEIF to support these activities – i.e. specific expenditures: funded posts, academic staff buy out, internal competitive projects; and the proportion of the activity that is supported by HEIF (e.g. x1 business development post 50% HEIF funded).
- c) How these activities relate to the government priorities and RE-OfS strategic objectives outlined in paragraphs 9 and 10 of RE-P-2020-03. Where student benefits are achieved, please include an indication of the number of students benefiting.
- d) Which strategic KE objective, as outlined in question 1, does each activity relate to.
- e) Indication of the timescale for each activity (e.g. 2021-22 only, ongoing or to be confirmed)

In answer to this question, please use the response grid provided and ensure that the entire question response is contained in no more than six pages of A4 or A3.

Question 2: Use of HEIF

(Max 6 pages of A4 or A3)

<p>Planned areas of HEIF supported KE activity</p> <p>Please provide an overview of planned KE activities or projects that will be supported by your 2021-22 and onwards HEIF allocations.</p>	<p>HEIF support</p> <p>How HEIF will be used to support the project?</p>	<p>HEIF priorities</p> <p>How does this relate to govt priorities and RE-OfS strategic objectives? (Including note of scale where student benefits are achieved.)</p>	<p>Strategic objectives</p> <p>Which institutional strategic KE objective does this relate to?</p>	<p>Indication of timescales</p>
<p>1. Engaging with Business</p>				
<p>BEKE Faculty BE support- Proactive business (external partners in private, public and third sectors) development (national and international) of new and existing business partnerships and networks at faculty level. Support academics on all business facing opportunities. Development of a strong pipeline of business opportunities with a target for contribution to growth of company partnerships and proportion of academics engaging with business. Target to engage x over x years.</p>	<p>X24 Business Development posts to support partnerships with external partners – 50% HEIF funded</p>	<p>Supports: “Innovation” theme in Build Back Better; “HE contribution to responding to the COVID-19 crisis and recovery” from BEIS; “Driving up innovation and productivity” and “levelling up R&D across the UK” from the UK R&D Roadmap</p>	<p>Objective 1 – Engagement with Business Objective 2 – IP and Commercialisation Objective 3 – Student entrepreneurship</p>	<p>2021-22 onwards</p>
<p>BEKE Strategic Partnerships development- Overseeing portfolio of new and existing strategic partnerships (national and international). Programme of proactive development of new strategic partnerships and exploration of novel models for engagement. Target to grow the number and value of institutional strategic partnerships.</p>	<p>X5 Business Development posts – 100% HEIF funded</p>	<p>“Big challenges” under the UK Roadmap to contribute to the UK’s high growth economy; Also themes of “Global collaboration; Talented people and Driving up innovation and productivity”, from the UK R&D Roadmap</p>	<p>Objective 1 – Engagement with Business</p>	<p>2021-22 onwards</p>
<p>BEKE Business Intelligence- team dedicated to building market/sector business intelligence to support evidence based decision making. Leading on KE funding Reporting on KE performance and providing data analysis on BEKE activity.</p>	<p>X3 Business Intelligence posts – 100% HEIF funded.</p>		<p>Objective 1 – Engagement with Business Objective 2 – IP and Commercialisation</p>	<p>2021-22 onwards</p>

<p>BEKE Knowledge Exchange Funding-support for KTPs and other UKRI KE and Impact funding schemes. Promotion and communication of knowledge transfer funding opportunities. Target to grow KTP portfolio by 10 over 2 years and increase academic uptake of KE funding. Target to engage 15-20 companies (SMEs and/or large companies) number of companies to increase their productivity, innovation and contribution to Covid recovery.</p>	<p>X6 KE&I posts in 2021-22 growing to X8 in 2022-23 – 40% HEIF funded</p>	<p>Supports:</p> <p>“Innovation” agenda in the Build Back Better by supporting ideas and technologies in SMEs that will shape the UK’s future high-growth, sustainable and secure economy;</p>	<p>Objective 1 – Engagement with Business</p>	<p>2021-22 onwards</p>
<p>BEKE SME support- programme of bespoke support for SME engagement. Promotion of a range of activities to benefit regional SMEs and tailored support for sectors and organisations across NW England.</p>	<p>X2 Business Development posts in 2021-22 – 100% HEIF funded</p>	<p>The BEIS “place” role in supporting innovation and increasing productivity in regional SMEs;</p>	<p>Objective 1 – Engagement with Business</p>	<p>2021-22 onwards</p>
<p>BEKE Consultancy- programme to develop a streamlined consultancy service to promote, manage and grow consultancy activities regionally and nationally across the institution. Provide companies with access to expertise and technology across UoM. Target to grow income by £3m over 3 years.</p>	<p>X2 Business Development posts in 2021-22 growing to x3 posts in 2022-23 – 100% HEIF funded</p>	<p>“Driving up innovation and productivity” in the UK R&D roadmap</p>	<p>Objective 1 – Engagement with Business</p>	<p>2021-22 onwards</p>
<p>BEKE Contracts support- team dedicated to delivering contracts with industrial partners.</p>	<p>X13 Contracts posts in 2021-22 – 15% HEIF funded, 85% institutional funded</p>			<p>2021-22 onwards</p>
<p>BEKE Non-pay costs – events, travel subsistence, comms and marketing, specialist consultancy and management fees, funding database subscriptions</p>	<p>Partially (where activity shared with other function) or 100% funded by HEIF</p>	<p>Supports “ideas” pillar of IS.</p>	<p>All objectives - mainly around promoting KE stories and activity</p>	<p>2021-22 onwards</p>

Planned areas of HEIF supported KE activity Please provide an overview of planned KE activities or projects that will be supported by your 2021-22 and onwards HEIF allocations.	HEIF support How HEIF will be used to support the project?	HEIF priorities How does this relate to govt priorities and RE-OfS strategic objectives? (Including note of scale where student benefits are achieved.)	Strategic objectives Which institutional strategic KE objective does this relate to?	Indication of timescales
2. IP Commercialisation				
Supporting IP spinouts Increasing the number of spinouts, in line with a trajectory consistent with the numbers of spinouts that can be created from a large research-intensive University which has access to large amounts of early-stage investment finance. Spinouts targets: 2021/22 - 15 2022-22 – 20 2023-24 – 20 2024-25 – 22 IP Licensing Based on current licensing agreements, licensing income in FY21/22 is forecast to be £5.4M. The longer-term objective is to have gross licensing income for the University that regularly exceeds £10M. Although hard to accurately forecast, generating this volume of new licensing opportunities also increases the chance of the University benefiting from future ‘block-buster’ licensing deals.	<ul style="list-style-type: none"> • X 42 (FTE) salary costs of the team • IP filing costs • Project management /infrastructure costs • Communications/deal activity • Project management infrastructure costs 25% HEIF Funded 75% UoM funded	Supports: “Innovation” pillar of Build Back Better, supporting tech that will contribute to a high growth economy “Place” agenda from BEIS - supporting innovation and increases in productivity in the GM region for regionally based commercialisation activity “Entrepreneurs and start-ups” from the UK R&D roadmap	Objective 1 – Engagement with Business Objective 2 – IP and Commercialisation Objective 3 – Student entrepreneurship	2021-22 onwards

<p>Pipe-lining Spinout Deal Flow and Licensing Opportunities To Northern Gritstone</p> <p>Northern Gritstone is a new investment company launched by the Universities of Leeds, Manchester and Sheffield, to boost commercialisation of university spinouts and start-ups in the North of England. It will fund spinout enterprises from each institution using external capital raised from a range of different investors</p> <p>Improved Productivity in IP Commercialisation Leading to Greater Social and Economic Impact - Increasing the number of successful spinouts and high-value licensing deals will demonstrate to external stake holders that money spent on translational research at The University of Manchester results in beneficial social and social impact. It also helps improve the University's standing in world rankings.</p>		<p>Northern Gritstone will play a key role in the Government's levelling up agenda and help the North of England's local and regional economies to 'Build, Back, Better,' following the pandemic and economic burdens of lockdown. This company will be a game-changer for investment and commercialisation of university-led research, ideas and IP in the UK.</p>	<p>Objective 1 – Engagement with Business</p> <p>Objective 2 – IP and Commercialisation</p>	<p>2021-22 onwards</p>
<p>3. Student Entrepreneurship</p>				
<p>Planned areas of HEIF supported KE activity</p> <p>Please provide an overview of planned KE activities or projects that will be supported by your 2021-22 and onwards HEIF allocations.</p>	<p>HEIF support</p> <p>How HEIF will be used to support the project?</p>	<p>HEIF priorities</p> <p>How does this relate to govt priorities and RE-OfS strategic objectives? (Including note of scale where student benefits are achieved.)</p>	<p>Strategic objectives</p> <p>Which institutional strategic KE objective does this relate to?</p>	<p>Indication of timescales</p>
<p>MEC Learn - Scaling our Signature Programmes with PhD students, postdoctoral researchers, and early career researchers for them to contribute to positive change by our infusion of enterprise skills and transforming mindsets.</p>	<p>Funding is required to develop the extracurricular programmes. An additional T&L scholar will be recruited and separately funded that will work closely with the HEIF</p>	<p>Supports:</p> <p>“Skills” – theme under Build Back Better – to attract the brightest and best people, boosting growth and driving</p>	<p>Objective 2 – IP and Commercialisation</p>	<p>Programmes will be developed from 2021 and the additional</p>

<p>- Scaling our RE/OFS funded Innovation and Commercialisation of Research programme to provide transferable insights and developing common practices so that more funded research is put to societal use.</p> <p>- Adding new thematic programmes/ competitions/hackathons through the Researcher to Innovator programme around translational and commercial 'wellheads' e.g. Royce Institute, GEIC, Manchester BRC</p> <p>- A new 'Building High Performance Innovation Ecosystems' focus - developing the mindset and skills to transform existing systems and lead change through an ability to use social networking to innovate and grow.</p> <p>- Increasing the engagement of social science students and graduates in entrepreneurship.</p> <p>- Increasing the engagement of female and international students to address issues of equality, diversity, and inclusion.</p> <p>Outcomes – Increase research students in Entrepreneurship Programmes from 850 to 2021 to 1,750 by 2025</p>	<p>funded staff to cross fertilise opportunities along the Learn, Develop and Launch engagement arc. Over the period an additional X1 HEIF funded post will be required to manage increased demand</p>	<p>the international competitiveness of the UK's high-growth, innovative businesses</p> <p>"The vital role of students in delivering knowledge exchange" From HEIF policies and priorities 2020-21 to 2024-25</p> <p>"Identifying and monitoring achievement of student benefits, alongside economic and societal benefit", from HEIF policies and priorities 2020-21 to 2024-25</p> <p>"Entrepreneurs and start-ups and increases the flow of capital into firms carrying out R&D enabling them to scale up", from the UK R&D roadmap</p> <p>"Driving up innovation and productivity", from the UK R&D roadmap</p>	<p>Objective 3 – Student entrepreneurship</p>	<p>post would be introduced in 2022-23</p>
<p>MEC Develop – Our "Entrepreneurship for All" focus to increase students engaging with enterprise/ entrepreneurship and building a greater impact on their attitude to 'being enterprising'.</p>	<p>X1 An additional fixed term post is required – to energise SU programmes and engage stakeholders, amplify activity, and develop the programme offering and an associated</p>	<p>Supports:</p> <p>"Identifying and monitoring achievement of student benefits, alongside economic and societal benefit", from</p>	<p>Objective 3 – Student entrepreneurship</p>	<p>2021 onwards</p>

<ul style="list-style-type: none"> - Delivering at scale activity through our unique strategic partnership with the Student Union to engender enterprise across more societies and members and develop EDI opportunities. - Ambassadors Programme - Launching a 'Student Ambassador' programme to engage the student population in entrepreneurship through their peers and in conjunction with our digital 'self-service' platform. - Growing the 'Entrepreneurial Advisors' programme with prominent business alumnus to engage students with enterprise advice. <p>* Outcomes – increase active participants from 1,000 in 2021 to 2,100 in 2025. 35 'Student Ambassadors' trained and active, at least 60 alumni engaging in developing student enterprises.</p>	<p>budget to develop an active programme portfolio – 100% HEIF Funded.</p>	<p>HEIF policies and priorities 2020-21 to 2024-25.</p> <p>RE/OfS EDI priorities 'to ensure that every student, whatever their background, has a fulfilling experience of higher education that enriches their lives and careers.'</p> <p>"Support entrepreneurs and start-ups and increase the flow of capital into firms carrying out R&D enabling them to scale up", from the UK R&D Roadmap.</p>		
<p>MEC Launch – Develop our 'self-service' digital platform and bitesize video course assets to ensure access to greatly enhanced information, advice and guidance for current students, staff, and graduates to Learn, Develop and Launch.</p> <p>Capacity build through aggregation with HE focused accelerators and programmes like NxNW Lean launch Pad and ASPECT ARC Accelerator to bring in a wider range of external funding, exit options and exposure to influential national networks.</p> <p>Outcome - Increase the number of start-ups and social enterprises created (from 150 in 2015-2020 to over 300 in 2021-25)</p>	<p>An additional fixed term post and associated budget is required to deliver, update, and enhance our digital resources, online events, website, and CRM. To collect and track data for evidence and reporting to improve engagement with all stakeholders and develop our global rankings improvement. – 100% HEIF Funded</p>	<p>Supports:</p> <p>"Innovation" theme from Build Back Better – "support for creative ideas and technologies that will shape the UK's future high-growth, sustainable and secure economy".</p> <p>"Support entrepreneurs and start-ups and increase the flow of capital into firms carrying out R&D enabling them to scale up", from the UK R&D Roadmap.</p>	<p>Objective 2 – IP and Commercialisation</p> <p>Objective 3 – Student entrepreneurship</p>	<p>2022 onwards</p>

Question 3 – Monitoring success

How do you manage your HEIF funding and monitor the success of your activities against the strategic objectives set out in question 1, and in line with delivering Government priorities?

Describe the policies, procedures and approach you have in place in the context of your strategic objectives to:

- i. manage your HEIF spending
- ii. measure progress
- iii. evaluate outcomes and
- iv. identify lessons learned.

In answer to this question, you are free to use text or tabular format but please ensure that the entire question response is contained in no more than four pages of A4.

i. Managing HEIF spend

The management of HEIF spend happens at both strategic and operational levels.

We fund activity based on our priorities outlined in overarching institutional strategies, and then work closely with the strategic leads, providing support across the funding cycle, including with funding applications, reporting and evaluation.

Governance Arrangements for allocation of funds

HEIF spend is governed by the HEIF Steering Group, which is made up of:

- Deputy President and Deputy Vice-Chancellor (Chair)
- Vice-President for Research
- Associate Vice-President for Innovation & Regional Economic Development
- Associate Vice-President Major Special Projects
- Head of Business Engagement and Knowledge Exchange
- Business Information Manager (Secretary)

Usually six weeks before our institutional HEIF allocation is confirmed, the leads of the HEIF-funded priority areas will be contacted to make them aware and so that they can start planning their applications for requested funds. In parallel, a meeting is set up with the HEIF Steering Group, which has responsibility for reviewing applications and confirming allocations across the portfolio.

Although funding is allocated against our strategic priorities, each priority lead still needs to submit an application each year, with information on amount requested, justification for amount requested, a summary of activities to be delivered and expected outputs for requested funds.

At the HEIF Steering Meeting, each lead will give a short presentation of their application. This is an opportunity for the panel to ask specific questions and make

recommendations, such as applicants working together across common areas to maximise HEIF investment, e.g. student entrepreneurship. The panel will then confirm a funding decision.

Following the meeting, each applicant is notified of the panel decision for funding which may include additional stipulations before funding is confirmed, such as providing clarity on planned activities.

A breakdown of HEIF funds allocated against the different areas is then sent to Finance who transfer funds to the relevant accounts, so that spend can begin.

Governance Arrangements for HEIF spend

The monitoring and governance of HEIF spend takes place through the Innovation Business Engagement Strategy Group (IBESG), with a report presented once a year to the Board of Governors.

IBESG meets monthly to review activity across the main portfolio areas and to ensure HEIF guidelines on spend are operating effectively. IBESG is also the governance group responsible for oversight of KE policy submissions and frameworks aligned to HEIF, such as the HEIF Annual Monitoring Statement, HEBCIS return and KEF submission.

IBESG is made up of Leads and Directors for teams engaging with external partners. This includes our three HEIF priority areas which all report at a strategic level to IBESG via monthly updates on progress against KPIs. Examples of updates include:

- Business Engagement and Knowledge Exchange – business partnership developments and collaborative activities, KTP numbers, and income from industry
- IP Commercialisation – number of IP disclosures, major licence agreements and development of spinouts
- Entrepreneurship – start up competition developments, enterprise awardees and progress on graduate start-ups

There are also discussions on opportunities for collaboration across the HEIF portfolio, e.g. joining up activity between a strategic partner (research) and Alliance Manchester Business School (Executive Education).

There are additional governance plans in place for HEIF spend across the three priority areas

Business Engagement Governance

The BEKE Team provides regular updates to Senate and reports annually to the Board of Governors. The Head of Business Engagement and Knowledge Exchange meets regularly with the Head of Finance to monitor HEIF spend across the portfolio and update the budget based on resource allocation changes.

UoMIF Governance

The team reports quarterly to the Innovation Factory Board on HEIF activity and an annual report is circulated to key groups within the University and to our Finance Committee and IBESG. The Director of UoMIF also presents annually to the Board of Governors.

MEC Governance

The team presents annually to the Board of Governors and twice a year to the Alliance Manchester Business School Advisory Board.

ii. Measuring Progress

Monitoring Spend

Our Finance team generates monthly HEIF expenditure reports which help us monitor spend across the portfolio. This is of particular significance at milestone points - at 6 and 9 months, so that mitigation plans can be put in place for any identified underspend or overspend.

Relationship Management

The BEKE Team uses a CRM system as part of our partner relationship activity, to manage relationships with external partners, track progress of projects activity across the team and monitor workflow. Any new leads or opportunities with partners are entered in the system and monitored regularly to check project progress. Quarterly reports containing analytics on metrics such as project numbers, partner type, location and mechanisms of engagement are reported to IBESG as a proxy for relationship pipeline monitoring across the BEKE Team.

Business Engagement Dashboards

A new Business Intelligence Team was set up in BEKE in 2019. The team has developed a series of reports in PowerBI to monitor business engagement activity supported by the HEIF-funded BEKE Team:

- University/Faculty industry awards
- Income from industry – broken down by Faculty
- KTP analytics – number, region, partner info etc
- Strategic Partnership analytics – income, awards and contribution

Quarterly updates on activity are reported via IBESG at a top level and more informally at monthly Faculty meetings.

Monitoring Success of Activities and Government Priorities

Progress on spend is monitored throughout the year as described above.

Monitoring the progress of HEIF-funded activities against plans outlined in the application proposals, is reported via mid-year and end of year reports, submitted by each HEIF awardee

- Light touch, mid-year reports check progress against agreed objectives, and provide an update on any underspend/overspend
- Comprehensive, end of year reports provide a summary of activities across the year, a financial update, monitor progress against government priorities and capture any case study information

The main activities and outcomes reported at the end of the year are compiled into a longer report which is communicated internally to showcase HEIF successes.

Impact of Covid

In 2019-20 we noted particularly the impact of Covid on activities and several areas where changes needed to be made in-year to deliver on proposed activities. We worked with HEIF recipients to change plans and KPIs and reprofile budgets, where necessary

Informal check ins

It's important that the HEIF community feels supported once funding has been allocated, as the HEIF community is scattered across a wide area. The formal reporting at the start, middle and end of the spend year provides an opportunity to touch base with people, but we have also introduced informal drop-in sessions for awardees. These have been very

useful at dealing with any queries around reporting, monitoring spend etc and provide a vital opportunity to identify any issues ahead of time. During Covid and the recovery period these sessions have proved invaluable and will continue remotely for now.

iii. Evaluating outcomes

For each of the funded HEIF areas, we evaluate the outcomes of activities described in the end-of-year reports against the original planned outcomes detailed in the approved proposal for funding.

Where there has been under-performance against a planned outcome, we will undertake further analysis to understand the reasons, e.g. resource implications, any changes in plans and reasons behind it.

Where there has been over-achievement, we will look at success factors that contributed and identify the underlying reasons. This could include success of a specific intervention to support a certain beneficiary, e.g. business support for SMEs or a programme for student start-ups.

Mostly activities are delivered in line with expected outcomes. 2019-20 was an exception, where we noted particularly the impact of Covid on activities, and made adjustments accordingly, as mentioned previously.

Within each of the three priority areas, more informal evaluation of outcomes takes place through monthly operations or strategy meetings, such as the UoMIF Operations Meeting or the BEKE Managers meeting.

At a higher level we also monitor external ratings and rankings connected with HEIF outcomes, including KEF, Reuters Most Innovative Universities and Times Higher Impact, ensuring we communicate widely the positive messages contained therein.

Developing Case Studies

We communicate the success of our HEIF outcomes regularly internally and externally. This can include promotion of case studies as blogs, Tweets and posts across social media platforms, and via newsletters.

The BE Team will build on a portfolio of wide-ranging case studies by working with our Comms and Marketing team to ensure that excellent knowledge exchange activity is captured and communicated to our key partners.

UoMIF has restructured and positioned Comms and Marketing centrally in its strategy, including building a new team to communicate HEIF-funded successes (<https://uominnovationfactory.com/news/>).

The Masood Entrepreneurship Centre communicates the successes of its programmes and activities as part of the Alliance Manchester Business School news - <https://www.alliancembs.manchester.ac.uk/news/?type=Enterprise>

We gather intelligence from our annual institutional reputational surveys, to ensure we are targeting the right stakeholders with the messaging of the wonderful knowledge exchange work we do, funded by HEIF.

iv. Identifying Lessons Learnt

Throughout the year we maintain a culture of continuous improvement to address any issues around the management of HEIF. This includes gathering feedback from HEIF awardees around any issues affecting spend, e.g. timeframe for recruitment of staff, and

also seeking input from our external partners around their experience of accessing University expertise or facilities.

Where we have identified challenges, we will put a plan in place to address any issues. For example, we set up a SME Working Group, partly in response to feedback from our SME partners that they were struggling to understand the full offering of the University. The Working Group has representation of those working with SMEs and functions to raise awareness of the complete SME portfolio of activity across the University, to share best practice, and to ensure communication of relevant engagement opportunities to our SME partners.

To ensure we are providing the right level of support and communication to our HEIF awardees we gather informal feedback about what is and isn't working, how the delivery of activity has gone and what we can do to make life easier. This feedback is then used to shape the HEIF programme and processes for the following year. For example, simplifying the HEIF application form to reduce the burden for applicants.